

California Partnership for the San Joaquin Valley
Options for Organizational Structure to Implement the Strategic Action Proposal
Discussion and Decision for Board Meeting on June 7, 2006

Background

The Governor's Executive Order establishing the California Partnership for the San Joaquin Valley requires the preparation of a Strategic Action Proposal to improve the economic prosperity and quality of life in the San Joaquin Valley. The Executive Order expires at the end of November 2006. The Strategic Action Proposal must set forth a plan for implementation of recommendations, including identification of responsible parties and mechanisms for accountability.

Conclusions

- A sustained effort for a period of time (5-10) years will be required to achieve measurable improvement in the socio-economic statistics in the San Joaquin Valley. Thus, the Strategic Action Proposal sets forth recommendations for implementation over the next decade.
- There is a need for a formal, official organizational structure to implement the Strategic Action Plan that is explicitly accountable to the public.
- The implementation strategies and organizational structure must be "rooted" in the existing leadership and stakeholders of the San Joaquin Valley who not only support the Strategic Action Plan but who also accept responsibility for implementation.
- The Strategic Action Plan and the implementing organizational structure need to focus on regionwide strategies and actions, building upon and augmenting local efforts while talking regional challenges with regional solutions.
- Implementation of the Strategic Action Plan will require dedicated resources, beginning first with using existing funds more efficiently by working together regionwide for greater impact, and then securing necessary additional investments.

Objectives of Organization Structure

An organizational structure to implement the Strategic Action Proposal should meet the following objectives:

- Ensure continuity of leadership and commitment from all levels of government.
- Focus on regional challenges and engage stakeholders regionwide in implementation actions.
- Leverage existing resources for greater impact.
- Foster trust and commitment from existing organizations and civic leaders.
- Provide mechanisms by which existing organizations can take ownership for implementation.
- Ensure accountability for outcomes and progress.

Characteristics of an Organizational Structure

An organizational structure for implementation of the Strategic Action Proposal should have the following characteristics:

- Establish a public-private partnership bringing together government and the citizenry to jointly tackle priority challenges.
- Involve high-level officials from local, regional, state, and federal governments.
- Ensure sustained, ongoing commitment and involvement from state and federal administrations to continue focused attention and targeted resources.
- Align and connect the implementation efforts to existing organizations.
- Provide a legally-constituted entity with explicit accountability for progress and responsibility for public reports.

Options for Establishing an Organizational Structure

There are several legal options for establishing an organizational structure that would accomplish the objectives and incorporate the characteristics set forth above. The following are the basic options (of which there are several variations):

- Executive Order by Governor (could be accompanied by Executive Order by President).
- Joint Exercise of Powers Agreement (JEPA) among Existing Entities (such as COGs, Institutions of Higher Education, etc.).
- Designation of a responsible “managing” entity by Executive Order or legislation, which could include designation of a public entity or existing non-profit organization.
- Legislation to constitute a new entity (commission, regional council of governments, etc.).
- Incorporation of a new 501(c)3 non-profit organization.

Composition of Organizational Structure

Regardless of the legal mechanism used to establish an organizational structure to implement the Strategic Action Plan, the governing body should be composed of the following:

- 8 Local Elected Officials (general purpose local government—elected county supervisors or city council members) – 1 from each County (appointed by Governor from COG nominations).
- 8 Civic Leaders (appointed by Governor – nominations invited from community).
- 8 State Administration Cabinet Members.
- 2 State Legislators (1 each from Assembly and Senate, 1 from each Party).
- 1 Member of Congress from San Joaquin Valley Delegation.
- <5 Liaisons with State Boards / Commissions / Federal Task Force.
- Representatives of Regional Consortia of Existing Organizations recognized by the Partnership (constituted by written agreement for purposes of implementing portions of the Strategic Action Proposal; examples could include regional consortia of COGs, WIBs, EDCs, institutions of higher education).
- A Chair and Deputy Chairs could be appointed by the Governor or elected from among the above members.